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"There is no improvement in political conditions which does not aid in the amelioration of social conditions; for improvement in social conditions is in many instances possible only where the political organization is reasonably good. On the other hand there is no improvement in social conditions which does not make easier the solution of the political problem; for the difficulty of the political problem in cities is in large measure due to the social and economic conditions of the city population."

JOHN A. FAIRLIE.

*The Government of the District of Columbia: A Study of Federal and Municipal Administration.* By W. F. DODD. (Washington: John Byrne and Company. 1909. Pp. 298.)

Mr. Dodd has presented a careful and valuable description of public administration in the District of Columbia, prepared almost entirely from official sources, but with occasional suggestions of criticism and proposed changes. The book will be of much service in explaining the government, not only to the citizens of the District, but to those elsewhere interested in the large subject of municipal government.

Municipal conditions in Washington have often been cited as an almost ideal example for other American cities. Mr. Dodd somewhat cautiously confirms this in his conclusion that the administration is conducted honestly and with a fair degree of efficiency; that political considerations do not interfere with the conduct of public affairs; and that complaints of fraud and corruption are infrequent. He does not, however, attempt any detailed comparison with other cities so as to make clear the better results secured in Washington. Nor does his discussion on finances bring out the fact that the expenditures of the District of Columbia are much greater than those of other American cities of similar size, or consider whether the results are greater or less than might be expected from the larger expenditures.

Mr. Dodd does, however, show that the organization of public administration in the District is still a complicated one; and indicates the many points of contact between the local authorities and the executive departments of the national government. His account also indicates something of the sentiment in the District of dissatisfaction with the working of congressional control over appropriations and in favor of some local representation in the local government; but in discussing recent plans for

changes in this government, Mr. Dodd does not urge any radical changes or the introduction of any popular element.

JOHN A. FAIRLIE.

*Chapters on Municipal Administration and Accounting.* By FREDERICK A. CLEVELAND, Ph.D., Director of the Bureau of Municipal Research. (New York: Longmans, Green and Company. 1909. Pp. xvi, 361.)

The day is past when the problem of good municipal government can be considered as one having to do simply, or even primarily, with general political principles. It was probably well that, at the outset of the present great movement for the reform of city government, special attention should be given to the proper place of municipal governments in our general constitutional system, the extent and nature of the powers that should be conferred upon them, and the agencies and methods through which these powers should be exercised. Regarding this phase of the subject, we have now a large number of excellent works, and if complete agreement on all points has not been reached, we have at least a clear presentation of the factors involved upon which to base an intelligent judgment.

This much has been accomplished; but, with that achieved, we have only laid the basis or cleared the ground for attacking the real problem of securing an honest and efficient administration of local affairs. This problem is the purely practical one of putting the internal organization and methods of business of municipal services upon a business basis. Here we have to do with questions which are not peculiar to governmental affairs but are identical with those of all important industrial undertakings. Even in these cases where the financial interests of the members are directly concerned, a realization has only slowly been had that a large concern must be conducted in quite a different way from a small one if the same efficient results are to be obtained. In proportion, as the scale of operations of an undertaking becomes broader, of more diverse character and greater complexity, the necessity becomes urgent that those having the direction of affairs shall have at hand means by which they can constantly keep themselves informed of exactly the condition of the business that is in their charge, the necessity for, cost of, and benefits received from, each operation and how affairs generally are being conducted in comparison with past experience and that of other similar